

## **Police Department**

The City of Reading Police Department is responsible for the enforcement of City Ordinances and Pennsylvania State Statutes within the limits of the City's jurisdiction. This is done through providing 24 hour police protection for all residents, visitors and their property within the community.

Currently, the Police Department performs these functions through four (4) programs, which follow the table of organization:

- \*\* Administration
- \*\* Special Services
- \*\* Patrol Division
- \*\* Investigations Division

**Administration** provides administrative control of the police department and manages the overall activities by planning, assessing and staffing to most effectively reduce criminal activity and improve traffic safety. Included within this section is the Office of Professional Standards task with, among other things, conducting internal investigations involving misfeasance, malfeasance, and nonfeasance.

The **Special Services Division** provides support to the Patrol Division and Investigations Division in the form of a central repository for all police reports and official documents. Other services encompass training officers through the Police Academy, Crime Prevention services to the business community and general public and handling community concern type issues through the office of the Community Response Officer.

The **Patrol Division** operates twenty-four hours a day to protect life and property, and respond to calls for immediate police service. The Patrol Division consists of the Patrol Platoons, including bicycle, high crime, and canine units; and the Traffic, Communication, Court Liaison, Crime Analysis, and Detention functions.

The **Investigations Division** is responsible for three types of investigations: general criminal investigations, vice investigations, and investigations of crimes committed by or against juveniles.

### **PROGRAM 1: Administration**

Administration provides administrative control of the police department and manages the overall activities by planning, assessing and staffing to most effectively reduce criminal activity and improve safety. Responsibilities include preparation and control of the operating budget, recruitment and enlistment of highly qualified and motivated candidates, conducting on-going analysis of individual performance, and insuring that proper leadership, management, supervision, and training is provided to all members of the department.

The Chief of Police ensures that officers make high quality arrests; that crime statistics are utilized to direct the day-to-day operations of the department by placing personnel and resources where they are most needed; that a response time of two to five minutes is achieved in ninety percent of emergency calls for service; that the public is treated in a professional, courteous manner by all department personnel; and that a balance of resources is maintained to meet any contingency which would occur.

**FY 2007  
PROGRAM  
GOALS AND OBJECTIVES**

**GOAL 1:      CREATE A COMMUNITY PARTNERSHIP INVOLVING THE POLICE DEPARTMENT, RESIDENTS AND BUSINESSES THROUGH COMMUNICATION, UNDERSTANDING, AND AWARENESS.**

Objective:      Plan, organize, and attend meetings with various community groups and members to explain police priorities and operations. The department will also obtain feedback to make meaningful changes and increase effectiveness and public satisfaction with police services. This initiative will foster bonds and promote mutual trust and awareness between the community and the police department. FY 2005.

**GOAL 2:      IMPLEMENT POLICIES AND PROCEDURES THAT WILL PROVIDE CLEAR DIRECTION AND GUIDANCE TO MEMBERS OF THE READING POLICE DEPARTMENT.**

Objective 1:      Conduct a review of the department's standard operating procedures to insure they are in compliance with current legal decisions and generally accepted police policy and procedures.

Objective 2:      Continue a strategic planning process that encourages participation from all members of the department so that meaningful change and improved service and satisfaction to the community can be accomplished.

Objective 3:      To bring back the position of Services' Inspector. The elimination of that position has overworked the remaining inspectors and allowed Lodge No 9 bidding rights into areas never intended which cause wasted money and lost time for the department.

**GOAL 3:      PROVIDE THE COMMUNITY WITH PROFESSIONAL POLICE OFFICERS WHO FOCUS ON THE GOALS AND OBJECTIVES OF THE DEPARTMENT AND CARRY THESE GOALS INTO THEIR DAILY ACTIVITIES.**

Objective 1: Organize meetings among police officers designed to share ideas and programs designed to reduce crime, increase communication, and promote the image of the department in the community

Objective: We will renew efforts toward recruiting qualified minority candidates to make the department reflect the population we service

**GOAL 4: BUILD STRONGER NEIGHBORHOOD PROGRAMS WITH EMPHASIS ON PARTICIPATION AND COOPERATION BETWEEN CITIZENS AND COMMUNITY GROUPS.**

Objective 1: Continue operational programs within the Oakbrook and Glenside Housing Projects. Make every effort to consistently staff existing Community outreach facility at Oakbrook.

Objective 2: Establish a Juvenile Crime Prevention Officer to work with youth-serving organizations (Police Athletic League & Olivett Boys and Girls Clubs for example) to provide mentoring, build trust and open a dialogue with all youth with an emphasis on minority youth.

Objective 3: Establish a law enforcement Explorer Post under the auspices of the Hawk Mountain Council, Boy Scouts of America. We anticipate recruiting at least 30 to 45 youth, mostly minorities to join the Explorer Post. This post would introduce these young citizens to law enforcement operations with an ultimate goal of encouraging them to become Reading Police Officers.

**GOAL 5: INSTITUTE EFFECTIVE SHARING OF MANAGEMENT AND STRATEGIC DATA TO PROVIDE COMMANDERS WITH REAL-TIME INFORMATION.**

Objective: Implement the Inform software package which is a web-browser type information tool. This software will allow all department personnel to access real-time data from our Computer Aided Dispatch and Records Management Systems. The structure of the package makes it simpler and faster to query these large databases making commanders and officers more efficient.

Expenditures	2005 Actual	2006 Budget	2007 Budget
Personnel	655,995	705,029	801,331
Operating	31,434	97,045	125,009

## **PROGRAM 2: Patrol**

The Patrol Division operates 24 hours a day to protect life and property, and responds to call for immediate police service. Crime prevention is maintained by high visibility and availability of police personnel. Officers control vehicular and pedestrian traffic, manage crowds at public events, and suppress domestic disputes. The Patrol Division enforces state criminal laws and city ordinances and all laws and regulations governing vehicular, bicycle and pedestrian movement and parking infractions. Investigation of traffic accidents are conducted by the division.

**Patrols** are conducted in police vehicles, on bicycles, on motorcycles, and on foot. There are three major platoons (A: 7:00AM-3:00PM, B: 3:00PM-11:00PM, & C: 11:00PM-7:00AM). Additionally, there is an overlap platoon (D: 7:00PM-3:00AM) to provide supplemental personnel during peak hours. Platoon D also provides the police K-9 support for the department. Officers for the Reading Housing Authority detail also come from D platoon.

The **Traffic Law Enforcement Unit** is responsible for follow-up investigations on hit-and-run accidents, towed vehicles, abandoned vehicles, excessive speed prevention, special event planning, and supervising the school crossing guards. The unit also responds to locations that need extra traffic enforcement efforts.

The **Communications Unit** is responsible for providing immediate, accurate, and comprehensive dispatching in response to requests for emergency services, as well as reliable communications with other public safety agencies. This unit receives and records all citizen requests for service, prioritizes them and dispatches the appropriate patrol units.

The **Court Liaison Unit**, working out of the district attorney's office, provides daily communication and interaction with the district attorney's staff and court officials. The unit saves overtime costs for court appearances by coordinating when officers are needed for court and controlling their attendance. This is accomplished by working with the assistant district attorneys.

The **Crime Analysis Unit** reviews police reports in order to develop and distribute crime pattern bulletins and weekly recap reports and initiate Tactical Action Plans used by department personnel to address the identified problems. The unit maintains an up-to-date file of Field Interrogation Cards and a Tattoo file. The unit also maintains Crime Victim Compensation information, as required by law, and maintains a liaison with Women in Crisis, the Patrol and Investigations Divisions and various criminal justice agencies such as the State Police and other municipal police departments.

### **FY 2007 PROGRAM GOALS AND OBJECTIVES**

**GOAL 1:      TO EXPAND THE COMMUNITY POLICING CONCEPT TO INCLUDE  
THE ENTIRE CITY OF READING.**

- Objective 1: Promote the community policing program throughout the city, using neighborhood meetings, the school system and the news media. Expand the number of Community Police Officers to nine (9), three (3) of whom will be funded by the Reading Housing Authority.
- Objective 2: Place specialized patrols (bikes, motorcycles, foot) into various neighborhoods throughout the city.
- Objective 3: Continue using the Community Mobile Police Station to increase visibility and interaction with the city's neighborhoods.
- Objective 4: Form partnerships with community organizations to conduct activities that will lessen incidents of violence in the City and increase the sense of safety and security for neighborhood residents.
- Objective 5: Enlist the aid of teachers, coaches, and mentors to develop a cooperative effort to address continuing problems related to the youth of the community.
- Objective 6: Expand community policing training to 125 police officers in addition to the 18 trained to date.
- Objective 7: Obtain portable scales to weigh commercial tractor trailers and inspect them for safety violations when they drive in the city.

**GOAL 2: TO REDUCE THE NUMBER OF VIOLENT CRIME AND PART 1 CRIMES OCCURRING IN THE CITY**

- Objective: Reduce the number of total Part 1 crimes by 5%. These crimes include Murder, Rape, Robbery, and Aggravated Assault, Burglary, Theft, Motor Vehicle Theft, and Arson. This objective will be accomplished by community policing and crime prevention efforts to strengthen crime and neighborhood watches, and additional patrol services and visibility by increasing the number of patrol officers assigned to criminal and traffic enforcement duties.

**GOAL 3: TO RESPOND TO CALLS FOR SERVICE INITIATED FROM CITIZENS IN A TIMELY MANNER**

- Objective 1: Respond to 81% of all dispatched calls in less than 20 minutes. This will be achieved by assigning more officers to handle the increasing call load on a priority basis and by using available time more efficiently.
- Objective 2: Respond to 61% of calls with a response time of 5 minutes or less. This will be achieved by increasing the attention given to emergency calls by both communications and patrol personnel to insure rapid response.

Objective 3: To continue to develop and train an Active Shooter Team to deal with an active shooting situation when there is the threat of an unreachable and unreasonable gunman who is harming people.

**GOAL 4: TO RAISE THE QUALITY OF LIFE FOR CITY RESIDENTS BY ADOPTING A LOW TOLERANCE FOR MINOR VIOLATIONS THAT DISTURB THE PEACE AND WELL BEING OF THE COMMUNITY.**

Objective 1: Issue 8,400 traffic citations

Objective 2: Issue 1,300 ordinance violation citations.

Objective 3: Issue 800 disorderly conduct citations.

Objective 4: Issue 1,300 parking tickets.

Expenditures	2005 Actual	2006 Budget	2007 Budget
Personnel	14,446,689	15,408,738	15,073,896
Operating	121,683	288,640	471,284

**PROGRAM 3: Investigations**

The Investigations Division is comprised of the Criminal Investigations Section, the Vice Section, and the Identification Unit.

The **Criminal Investigations Section** conducts follow-up investigations on crimes against property (arson, burglary, robbery, theft, forgery, criminal mischief, etc.) crimes against persons (homicide, assault, rape, kidnapping, etc.) and other miscellaneous provisions of the Pennsylvania Crime Code. During follow-up investigations, investigators pursue all reports to determine their validity, and prepare cases for prosecution and conviction, where warranted. It also conducts follow-up investigations of all types of crimes where the offenders are juveniles. The specificity of the state juvenile justice system requires investigators be specially trained for these offenses. Additionally, this section investigates all child abuse cases. The Warrant Control Office is responsible for verifying the authenticity of warrants; documenting due diligence in attempting to serve the warrant before it is returned to the court as a fugitive warrant; purging inactive warrants; quality controlling protection from abuse orders; assuring the completion of proper reports, computer entry and deletion; and completion of state police validation reports.

The **Vice Section** conducts undercover investigations of illegal activities relating to prostitution, alcoholic beverages, narcotics, and other dangerous drugs. These activities may be long-term investigations and arrests coordinated with local, state and federal law enforcement agencies.

During follow-up investigations, officers pursue all reports of vice-related criminal activity to determine their validity, and prepare cases for prosecution and conviction.

The **Identification Unit** is responsible for the preservation, integrity, and photographing of crime scenes; the identification and proper collection of evidence at the scene; testing and/or transporting of evidence to outside laboratories; the proper preservation and storage of evidence for later use at trial. The unit's personnel prepare crime scene sketches and exhibits for courtroom presentation. Officers provide photographic support for all department units and functions. It processes booking photographs, fingerprints and latent prints, maintaining them in up-to-date files. An expert fingerprint examiner is on staff for classification, comparison and court testimony. The unit also stores non-evidence property that has been recovered by police officers.

**FY 2007  
PROGRAM  
GOALS AND OBJECTIVES**

**GOAL 1:      MAINTAIN A PROFESSIONAL AND EFFECTIVE INVESTIGATIONS  
DIVISION THAT IS RESPONSIVE TO PUBLIC NEEDS.**

- Objective 1:    Provide investigators with the training necessary to maintain and improve their skills by using the training unit, existing personnel and outside resources.
- Objective 2:    Carefully screen cases referred to the Investigations Division in order to most effectively utilize the limited staff-hours available.
- Objective 3:    Monitor caseloads to ensure accurate and timely investigations, and to determine if a more efficient means can be used.
- Objective 4:    Provide and maintain equipment necessary to conduct effective and safe investigations.
- Objective 5:    Strive to stay aware of crime patterns, needs, and problems of the community in an effort to solve crimes.
- Objective 6:    Work with the media, neighborhood associations, and community organizations to keep the public informed of crime problems, dispel misinformation, and solicit their assistance in devising strategies for combating crime.

**GOAL 2:      IMPROVE THE COORDINATION WITH OTHER DIVISIONS OF THE  
DEPARTMENT TO IMPROVE RESULTS IN THE MOST ECONOMICAL  
AND TIMELY MANNER.**

- Objective 1:    Continue Operation COBRA to address the drug and gang problems in the city.
- Objective 2:    Strengthen the exchange of information with the Patrol Division through continued roll call attendance and promoting the free exchange of concerns.

Objective 3: Continue to involve members of the Vice Section and Evidence Sections to attend major case briefings.

Objective 4: Continue the use of 90-day transfers to the Investigations Division to create an understanding of the unit's work, improve exchange of information, and improve initial and investigative report writing skills.

**GOAL 3: COORDINATE EFFORTS WITH OUTSIDE AGENCIES TO INCREASE EFFICIENCY.**

Objective 1: Encourage investigators to utilize the services and information available from outside agencies.

Objective 2: Continue to release investigators to the FBI Violent Crime Task Force, The Drug Enforcement Administration (DEA) Task Force, and the State Police Auto Theft Task Force.

Expenditures	2005 Actual	2006 Budget	2007 Budget
Personnel	4,677,668	4,282,130	4,100,211
Operating	87,908	144,895	132,110

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**PROGRAM 4: Special Services**

The Special Services Program is comprised of the Community Response, Crime Prevention, Records, and Training Units. Additionally, the division is responsible for budget preparation.

The **Community Response Unit** administers many of the department's community policing programs, including the Reading Housing Authority details, the Community Mobile Police Station, and presentations tailored to fit specific needs.

The **Crime Prevention Unit** provides information on the prevention of crime to residents, businesses, school children, civic and community groups. The DARE program is administered by this unit. Unit personnel distribute literature, perform security surveys for homes and businesses, and conduct public information seminars. The unit hosts a monthly cable TV show on crime prevention and police topics. The unit is the liaison with the city's crime watch groups. This unit administers the alarm ordinance. Based on information provided by the Crime Analysis Unit, the C.P. unit installs temporary anti-burglary/anti-robbery (ABAR) alarm systems in place of officer stakeouts in an effort to arrest repeat offenders. The unit also maintains a current listing of emergency contacts for the city's businesses.



The **Records Office** administers an efficient, on-going program for the retention, disbursement, preservation and disposal of written forms and reports in accordance with federal and state laws, regulations, and guidelines. It fulfills requests for copies of accident reports and letters of confirmation for reports on file. The office prepares court packages for officers' use in case prosecution. It is responsible for all Uniform Crime Reporting to the Pennsylvania State Police. The unit produces a Daily Bulletin with pertinent information for all department personnel.

The **Training Unit** is responsible for planning, coordinating, and providing all training and firearms qualification for all personnel. In addition to ensuring that all officers receive the in-service training mandated by the Municipal Police Officers Education and Training Commission, it develops or obtains training in contemporary concepts, skills, and equipment. This unit also operates the city's state-certified Basic Police Academy providing the mandated 520 hours of police training for new police officers for Reading and other jurisdictions as well as pre-service students who wish to obtain this training.

## **FY 2007 PROGRAM GOALS AND OBJECTIVES**

### **GOAL 1: IMPROVE THE EFFECTIVENESS OF THE POLICE COMMUNICATIONS UNIT.**

Objective: Hire an additional complaint clerk to answer telephone calls from citizens who need police service, including 911 calls.

### **GOAL 2: CREATE A COMMUNITY PARTNERSHIP INVOLVING THE POLICE DEPARTMENT, READING CITIZENS AND READING BUSINESS THROUGH EDUCATION, UNDERSTANDING AND AWARENESS.**

Objective: Conduct two Citizen's Police Academy classes. The course will cover most aspects of police work and will provide a comprehensive overview of the police department and the role that citizens and businesses play in crime control efforts

### **GOAL 3: ENHANCE THE RECORDS, IDENTIFICATION AND EVIDENCE MANAGEMENT SYSTEMS OF THE DEPARTMENT TO INCREASE EFFICIENCY AND EFFECTIVENESS.**

Objective 1: Continue enhancement of the Computer Aided Dispatch system to streamline the complaint taking and dispatching functions of the department. This system also initiates the records management process.

Objective 2: Continue use of Offense/Incident records management software to take advantage of Computer Aided Dispatching and the use of mobile data terminals.

Objective 3: Implement Field Based Reporting (paperless). Officers will complete their reports on their mobile data terminals and transmit them wirelessly into the Records Management System. This will shorten the data entry time and make the information available more quickly.

Objective 4: Continue to utilize the video photo imaging system to replace the current use of photographs for those arrested for a crime. This system eliminates film cost and the images and criminal history information are stored in computer databases making them available on any authorized computer. Electronic lineups can then be conducted in various investigative units in a very efficient manner. This computer system will also allow the entry of limited identification information and provide list of known offenders matching the data.

**GOAL 4: TO DEVELOP, PLAN, AND IMPLEMENT TRAINING PROGRAMS TO INCREASE THE KNOWLEDGE AND SKILLS OF READING POLICE OFFICERS.**

Objective 1: To develop and implement series of training courses on important topics, including active shooter, high incident response, crowd control, drug enforcement, media relations, community policing, Spanish language, and computer literacy.

Objective 2: Explore the proposal set forth by the Reading Airport Authority to construct a new Police Academy facility near the police firing range at the airport.

Expenditures	2005 Actual	2006 Budget	2007 Budget
Personnel	1,926,122	2,020,128	2,670,187
Operating	178,604	356,891	371,228